



Maritime Staff Operators Course (MSOC) Syllabus

Version 9: 2 January 2009

<http://www.nwc.navy.mil/academics/courses/msoc/Default.aspx>

MSOC@nwc.navy.mil

Welcome

Welcome to the Maritime Staff Operators Course (MSOC). This Syllabus is provided to lead you through the material of the course.

The primary purpose of the MSOC is to prepare officers and senior enlisted personnel to effectively serve in operational staff assignments at a Maritime Headquarters. The course provides significant insights into the origins of national and strategic level policy, perspectives and guidance, and their interplay at the operational level of war.

The MSOC target audience is 03-05 and E7-E9 personnel en route to billets at numbered fleet and Navy-led joint task force headquarters, and joint maritime liaison duty at joint or combined staffs, who do not have previous joint education or significant staff experience at the operational level.

The course focuses on support of the commander's decision cycle and the command relationships and management skills essential to leadership and staff coordination at the operational level of war, instilling disciplined analytical and decision-making frameworks while increasing operational and high-tactical level knowledge essential to the competent integration of multi-service, multi-agency and multi-national capabilities in the maritime domain.

The course enables study of operational art, operational leadership, and the tenets of maritime planning at the operational level of war. It includes newly developed Maritime Operations Center concepts and procedures and a substantial application of the Navy Planning Process (nested within the Joint Operation Planning Process). The course incorporates seminars, lectures, and practical exercise participation in a maritime scenario and culminates with a synthesizing Battle Lab designed to replicate the organization, processes and procedures of a maritime operations center (MOC).

The theme of this course is maritime operations at the operational level of war. Accordingly, it emphasizes the application of maritime capabilities in the joint arena, through a joint force maritime component commander (JFMCC) and its relevance and value to the Joint Force Commander. Students will apply joint and maritime planning skills and maritime staff processes and procedures across a range of operational lines of operation which include, but

are not limited to, freedom of navigation (FON)/maritime interception operations (MIO), non-combatant evacuation operations (NEO), humanitarian assistance operations (HA), and multi-service/interagency/multi-national maritime operations. This is accomplished through a regimen which uses a realistic, contemporary scenario that instills them with joint force commander perspectives and supporting joint force component commander concepts and functions.

A practitioner's approach is applied across the curricula that employs hands-on duties and interactive staff functions, and demands realistic operational products such as CONOPS, OPORDs, FRAGORDs and daily directive orders and intentions. Graduates will fully understand and be competent to practice operational level staff processes and procedures, risk assessment and naval planning within a maritime headquarters tasked to serve as either a Service component commander (SCC), joint force maritime component commander (JFMCC) or joint force commander (JFC).

The curriculum uses existing naval and joint doctrine and developing concepts as primary references and is presented by experienced uniformed and civilian Naval War College faculty, with significant active duty Navy and Marine Corps experience, including successful command and staff experience and joint qualifications.

Mission

Prepare officers and selected senior enlisted personnel to effectively serve on operational staffs.

Course Outcomes

The course builds on fundamentals and culminates with practical planning of multiple lines of operation during the execution phase. This course encompasses the following major outcomes to produce personnel who are capable of demonstrating tactical and operational level maritime staff skills and processes for command and control within the maritime and joint environment:

- *Skilled in providing support to the commander's decision cycle to include all processes and functions associated with the monitoring, assessing, planning and directing of maritime operations;*
- *Skilled in applying operational art in single Service, joint, interagency, and multinational maritime environments;*
- *Skilled in Navy planning processes as a member of a operational planning team within a maritime headquarters staff;*
- *Capable of exercising operational level functions (e.g. fires, sustainment, movement and maneuver, command and control, protection, and intelligence);*

- *Prepared for operational level leadership challenges including being skilled in staff officer duties, enabling them to serve as competent action officers on major maritime operational staffs;*
- *Competent in the maritime dimensions of warfare including the full range of naval capabilities, maritime command and control, and operational warfare at sea;*
- *Understand/manage the flow of information within a staff and among subordinate commands or activities, adjacent components, and Higher Headquarters (HHQ) staffs while working within a collaborative information environment;*
- *Operate within a battle rhythm and participate effectively in any board, bureau, center, cell or working group (B2C2WG) within an operational level staff; and*
- *Apply appropriate staff and control methods to direct subordinate tactical forces in a timely manner (issue orders/conduct briefs).*

Course Organization

At the highest level, this course is divided into ten (10) elements. Each element contains a number of distinct faculty-led and student led sessions. Our approach in providing this information is to begin with the basics, building on those essential concepts, doctrine and practices to enable you to apply them in a case study based planning and execution effort as members of a simulated MOC staff.

- **Strategy, Policy, and Concepts** *briefly discusses the major national strategy and concept documents governing the U.S. military and how the maritime specific documents will apply to the Joint Task Force and Navy Component (JFMCC/NCC/JFNCC) level and provide fundamental guidance for your role as a staff member of a MOC.*
- **Levels of War** *are discussed in detail as doctrinal perspectives to clarify the links between strategic objectives and tactical actions. The three levels are strategic, operational, and tactical. Understanding the interdependent relationship of all three helps commanders visualize a logical flow of operations, allocates resources, and assign tasks.*
- **Level of Authority.** *Navy commanders at the operational level prepare for and execute major operations and campaigns. Navy operational-level commanders will be assigned or attached units or personnel to conduct the campaign/major operation. This element discusses in detail the authorized command relationships and authority for the military commander and provides guidance for the exercise of that military authority. Commanders and their staffs must understand the different levels of authority and the impact each has on the commander's ability to control assigned and attached forces. This element provides an overview of command authorities and other levels of authority, with a focus on the differences between those authorities contained in U.S. joint doctrine and allied/multinational maritime tactical instructions and procedures. This element also discusses U.S. command authorities and allied/multinational maritime tactical instructions and procedures.*

- **Levels of Maritime Command.** This element of the course explores how joint forces are established at three levels: unified commands, subordinate unified commands, and joint task forces (JTFs). CCDRs exercise COCOM over assigned forces. Forces are assigned in accordance with guidance contained within the SecDef "Forces for Unified Commands Memorandum" contained within the SecDef's Global Force Management Implementation Guidance (GFMIG). Forces are allocated for crisis action planning (CAP) or execution through the Joint Operation Planning and Execution System (JOPES) crisis action procedures specified in CJSM 3122.01A, JOPES Volume 1. CCDRs may assign or attach assigned forces to subordinate commanders. The CCDR may designate operational control (OPCON) and/or tactical control (TACON) command authority for subordinate commanders to exercise over assigned or attached forces.
- **Concepts of Operational Art and Design** provides a foundational understanding of the theory and major concepts of operational art, including time-space-force factors, principles of war/joint operations, end-state and objectives, linkage of ends-ways-means, elements of operational design, center of gravity, lines of operation, etc., and how to apply these concepts across the Range of Military Operations (ROMO).
- **Operational Command and Control** examines the various organizations and players in the modern operating environment. The Joint Task Force & Subordinate Component Commands and Interagency Partners (Forming/Command Relationships) session provides an understanding of various Service Components and U.S. Government Interagency Partners (DOS, DOJ, USAID, FBI, CIA, etc.) the Command and Control (C2) options, subordinate command options, and command relationships. The Coalition/Multinational C2 session introduces the options and considerations and implications of planning and conducting operations with coalition and multinational partners. The Joint Functions session examines and identifies functions of joint force organizations and introduces the Universal Joint Task List (UJTL) and Universal Naval Task List (UNTL) as doctrinal tools to support planning and execution of joint operations. NGOs/IOs/Contractors in the Operating Environment examines the role of non-military organizations and others during military operations.
- **Maritime Operational Level Command** explores the fundamental concepts, description and characteristics of a MOC in a working environment with a focus toward the JFMCC. The MOC Functions and Responsibilities session examines the specifics of the MOC organization and functional staff manning, augmentation requirements, relationship with JFMCC subordinate organizations (CSG/ESG, etc.) and best practices to support mission accomplishment. A comparison of the existing Numbered Fleet Staff organizations and functions is also examined. A study of Operational Law introduces students to the wide range of legal considerations that directly impact operations. Specifically, students will examine issues regarding Law of the Sea, Law of Naval Warfare, Law of Armed Conflict, and Rules of Engagement.

- A session is dedicated to the concept and fundamentals of applying a comprehensive approach to planning and executing operations. The MOC Assessment Concepts, Processes and Best Practices session examines the fundamentals and staff application of assessment concepts, processes and best practices. Additional sessions include Intelligence and Logistics Support to Planning and Execution, examining the role, products and staff interaction in support of operational planning/assessment/execution; and the Fundamentals of Information Operations, examines the integrated employment of the core capabilities of Electronic Warfare (EW), Computer Network Operations (CNO), Psychological Operations (PSYOP), Military Deception (MILDEC) and Operational Security (OPSEC), in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making, while protecting our own. Battle Rhythm, Staff Functions, Operational Planning Team (OPT)/Operational Planning Group (OPG)/Boards, Bureaus, Centers, Cells, Working Groups/Liaison Officers (B2C2WG/LNOs) session examines in detail the internal staff organizations, responsibilities, knowledge/information management methods, products and interaction with the JTF, other components (JFACC, JFLCC, JSOTF, etc.) and subordinate (CSG, ESG, etc.) staffs, in both planning and execution at the operational level of war. Additional sessions include the basics of Fires-Deliberate and Dynamic Targeting, METOC support, Space Operations, and Operational Protection. The final presentation provides an overview of maritime force capabilities, contributions and MOC planning considerations for Humanitarian Assistance/Disaster Relief (HA/DR), Maritime Interception Operations and Non-Combatant Evacuation Operations (NEO) missions. The Service Capabilities sessions examine the basics of organization, capabilities and limitations of the U.S. Services (Army, Air Force, Marine Corps, Coast Guard and Special Operations Forces (SOF)). The Joint & Naval Logistics and Strategic Deployment session examines the fundamental doctrine, concepts, organizations (U.S. Transportation Command, U.S. Strategic Command, and U.S. Joint Forces Command) and capabilities associated with deploying and sustaining a joint force.
- Planning Processes** is a large and inclusive element focused on the planning process, techniques, supporting concepts, and doctrine. The Introduction to Planning session provides an introductory overview of why and how we conduct military planning at the operational level of war. This session is followed by a brief examination of Joint Operational Planning and Execution System (JOPES), distinguishing between process and system components and the two pillars of contingency and crisis action planning. While there is a fair amount of discussion regarding Theater Security Cooperation Plans and other Phase 0 activities, MSOC is conducted in the context of Crisis Action Planning and Execution. Students are also introduced to the new Adaptive Planning and Execution concept and the potential impact to a MOC staff as well as a comparison of the joint and Service planning processes, all of which are orderly, yet highly analytical processes. A more detailed examination of the Navy Planning Process (NPP) using (NWP 5-01) and the development of

Staff Estimates, consisting of a set of logical steps and procedures to analyze a mission, develop, analyze, and compare alternative courses of action (COAs), and produce a plan or order will be presented to support later application of the NPP during the case study planning exercise and Battle Lab. The future staff officer understands how staff estimates fit into the planning process and he or she can develop or assist in the development of a functional staff estimate.

- **Maritime-based Scenario** is a synthesis event of the MSOC course, where the class will act as members of an Operational Planning Team (OPT) within a Maritime Planning Group (MPG), will apply the Joint & Service concepts, fundamentals, doctrine and knowledge of the Navy Planning Process to a complex maritime Case Study where students receive a JTF level Joint Intelligence Preparation of the Operating environment (JIPOE) brief and then analyze the assigned mission, prepare a JFMCC Intelligence Preparation of the Operating Environment (IPOE), develop, compare courses of action, synchronize forces, tasks and objectives culminating in the production of a JFMCC Operations Order (OPORD) and a staff Transition Brief. This element of the course contains a number faculty-led sessions detailing the various steps of the Navy Planning Process, which are followed by the student-led application of each process step and product development. The major sessions include:
 - Mission Analysis provides an understanding of how to conduct an operational mission analysis to understand the strategic and operational situation, supported commander's mission, objectives, intent and concept, and develop essential tasks, friendly /enemy center of gravity analysis, decisive point and a clear revised JFMCC mission statement and receive commander's intent and planning guidance.
 - Course of Action (COA) Development provides an understanding of how to anticipate and define multiple, feasible employment options within the framework of the next senior commander's concept and intent.
 - COA Analysis/Wargaming provides the techniques, methods (i.e., action-reaction-counteraction method) and guidance to compare or wargame each COA to determine its advantages and disadvantages against the enemy (ECOAs) and identify the need for branch plans and sequel plans.
 - COA Comparison and Decision provides the techniques, methods governing factors to analyze the various friendly COAs against each other, by comparing the advantages and disadvantages of each previously analyzed or by isolating and comparing decisive factors that are selected based on each situation (i.e. critical events or phases).
 - Plans/Orders Development provides the methods, formats and techniques to transition the intellectual effort into a written directive/order that effectively reflects and communicates in detail the concept and intent of the commander. The order will include concept of operations, tasks to subordinates, command relationships, C2 diagram, intelligence collection, logistic support concept, force allocation, timing, and ROE, to name a few.

- *Transition* provides an opportunity to verbally brief the completed JFMCC supporting OPORD for the Case Study to the faculty and class as if it were a internal staff Transition Brief to COPS and Maritime Subordinate Commands, in order to conduct the orderly turnover of the order, as it is passed to those tasked with the execution of the operation.
- **Battle Lab** is the culminating event to the MSOC conducted in a dynamic environment supported by a 2-sided game. The objective is to demonstrate how activities within and amongst elements of a MOC support the commander's decision cycle in a dynamic environment. It is a 4 1/2-day command post exercise (CPX). By way of practical application, the exercise is designed to take the OPORD developed during Maritime Scenario into the Execution phase. Students are assigned (and later rotated) among various staff roles (B2C2WGs) of a CFMCC in a simulated MOC with a focus on the activities, processes, and products intended to employ the Maritime Component through a crisis situation. The Battle Lab begins with a MOC Systems and Applications session that effectively replicates systems used in the performance of duties in future Maritime Operations Center assignments.

The Current Operations Cell will:

- *Analyze operational environment data; develop data into useful information; facilitate shared situation awareness among MOC and MSCs.*
- *Collect, assemble, and release daily C/JFMCC daily intentions and directives message (DIDMS) and report to HHQ.*
- *Coordinate, produce, and deliver Commander's Update Briefs (CUB) and operational update briefs.*
- *Maintain situational awareness and achieve situational understanding.*
- *Manage the Common Operational Picture (COP).*
- *Coordinate and monitor execution of current directives. Publish Fragmentary Orders (FRAGO) as required.*
- *Build and maintain space situational awareness and provide space capabilities expertise to the operational planning staff.*
- *Release immediate messages per reporting requirements.*
- *Develop, manage, and promulgate C/JFMCC Battle Rhythm*
- *Maintain Significant Events Log.*
- *Manage Requests For Information (RFIs) in accordance with the Information Management Plan (IMP).*
- *Communicate with higher, adjacent, and maritime subordinate commands (MSCs).*

- *Analyze battle space information, facilitating shared situational awareness among tactical commanders.*
- *Track the readiness of forces assigned to the C/JFMCC.*
- *Synchronize, coordinate, deconflict, and integrate maritime operations with other joint force operations.*
- *Direct MSCs in achieving C/JFMCC objectives.*
- *Form and organize a Crisis Action Team (CAT) and function in emergent circumstances.*
- *Track CCIRs and immediately report relevant information to CFMCC.*
- *Inform MOC and CFMCC of Assessment indicating impending Decision Points.*
- *Monitor the operations of the force, maintaining cognizance of the relationship between planned and emergent tasks.*
- ***The Operational Assessment Cell will:***
 - *Recommend commander's critical decision points and develop Measures Of Effectiveness (MOEs) and Measures Of Performance (MOPs) with associated indicators for assessment. Organize assessment activities cross-functionally.*
 - *Receive data/inputs from the COPS cell, Maritime Intelligence and Analysis Center (MIAC), Information Operations (IO) Cell, Red Cell, adjacent components, subordinate commands, functional areas, and coalition partners, as appropriate. Focus Collection activities (Indicators: SITREPs, open source, intelligence, etc. Submit RFIs) and provide baseline then assessment to the MOC. Answer the question: **"What happened?"***
 - *Consolidate and assess task accomplishment (LOOs)*
 - *Conduct analysis. Determine trends; relationship of indicator and the impact. Answer the question: **"So what?"***
 - *Assess progress of each phase toward (or away from) C/JFMCC's objectives.*
 - *Advise the C/JFMCC on whether the maritime operation is progressing as planned.*
 - *Inform the C/JFMCC of indications of pending CCIRs leading to decision points.*
 - *Provide assessment inputs to appropriate B2C2WG activities within the context of the Battle Rhythm.*
 - *Synchronize, coordinate, deconflict, and/or integrate maritime operations with other joint force operations.*
 - *Recommend CFMCC executes appropriate branch or sequel. Answer the question: **"Now what do we do?"** Modify CCIRs accordingly.*

- *Inform Plans development (Ends and Means)*
- *Modify plan (Ways).*
- ***The Maritime Planning Group/Future Plans Cell will:***
 - *Conduct analysis and coordination of future operations during execution.*
 - *Coordinate planning efforts with higher, lower, adjacent, and multinational HQs, and coalition partners as required.*
 - *Identify situations requiring sequel planning.*
 - *Assist FOPS in crisis action planning as required.*
 - *Draft Commander's Intent to include purpose, method, endstate, and risk tolerance.*
- ***The Future Operations Cell will:***
 - *Draft Commander's Intent to include purpose, method, endstate, and risk tolerance.*
 - *Develop COAs to modify maritime operations to achieve the Commander's intent.*
 - *Phase and synchronize tactical concepts of operations into a COA to achieve desired operational effects.*
 - *Conduct branch planning.*
 - *Produce CONOPS by phase with a Narrative and Sketch.*
 - *Identify Decision Points.*
 - *Develop Synchronization Matrix.*
 - *Coordinate and draft Requests For Forces (RFFs).*
 - *Coordinate allocation of joint assets to the C/JFMCC with the JFC.*
 - *Present transition brief to COPS.*
 - *Recommend Commander's Critical Information Requirements (CCIRs) - propose changes as required.*
 - *Coordinate internal staff actions as they relate to planning.*
 - *Propose targeting priorities to the Fires Element Coordinator for consideration in the targeting process.*

Oral and Written Requirements

Several areas of the course require that you participate in oral discussions, write various products and present military briefings in a practical application of the course material.

Readings

The below Session Sequence and Reading Matrix contains applicable Required Reading. All the necessary Readings are contained on the Student CD. Students will need to read the assigned sections noted in the Required Readings during that week of the course. Additional reference documents are contained on the Student CD. Students are encouraged to use those references for additional familiarization, which will be helpful for background knowledge and for future reference. The student CD-ROM contains doctrinal web links and bibliographies which are also very useful and you should refer to these frequently during your staff assignment.

The Joint Doctrine, Education and Training Electronic Information System (JDEIS) Web Portal contains the entire Joint Electronic Library:
<https://www.jdeis.js.mil/jdeis> (or .smil for classified portions of the JEL).

The Navy Warfare Development Command, NWPL Library:
<http://www.nwdc.navy.mil/>

Specifics

The following pages include specific topics for each of the MSOC elements and indicate the associated Required Reading assignments.

MSOC Session Sequence & Readings (JAN 2008)

Day	Sequence	SESSION TOPIC	Game Day	Readings
		Course: Foundation; Strategy, Policy & Theory; Levels of War; Levels of Authority; Maritime Operational Design; Maritime Operational C2; MOC Organization & Description; JFMCC <u>Forming, Organize, & Functions</u> ; Maritime Operations; Navy Planning; Maritime Scenario; Battle Lab.		
1	1	Course Introduction & Admin		Syllabus
1	2	Strategies & Concepts		JP 1-0 CH 2, JP 3-0 Ch1, JP 5-0 Ch1&2, NSMS pg 1-23, NOC pg 1-22, MOTR pg 1-5, Nat'l MDA Plan, pg 11-111, 1-6, scan remainder, FLT CONOPS MDA App E., Coop Strategy for 21 st century Seapower, Scan MHQ w/MOC Enabling Concept (Final draft)
1	3	Operational Factors		None
1	4	Principles of War & Principles of Joint Operations		JP 3-0 CH 2-3, App. A, JP 5-0 CHt 1-2
1	5	Levels of War/Cmd, Theater Geometry, Operational Warfare At Sea		JP 3-0-CH 2, NWP 3-32 CH 2
2	6	Joint/Service References		None
2	7	Service Capabilities-Limitations Intro		None
2	8	Service Capabilities (Navy/USCG-1.2), Army(-35), USAF(-35), USMC(-35), SOF(-35)		Scan Navy Op Concept and USMC Op Concept, Scan Service Caps Doc on CD
2	9	Joint Functions & UJTL		JP 3-0 CH 3, NWP 3-32 pg 7-22, & App. A, UJTL, Scan OPNAVINST 3500.38B CH 1 & 2 Op Level Task.

2	10	Commander's Decision Cycle		Joint Operations- Insights and Best Practices, 2nd ed July 08, NWP 3-32 CH 6, NTTP 3-32.1 CH1.4
3	11	JTF/JFMCC/CFMCC Forming, Components, Interagency Partners		JP 1 CH 5-A/B, JP 3-0 CH 4, JP 3-33 CH 3 & 4, JP 3-32 CH 1 & 2, NWP 3-32 CH 4
3	12	Operational Level C2		NWP 3-32 CH 3, JP 5-0 pg II-6 to II-11
3	13	MOC Concept, Functions, Responsibilities & Numbered Fleet Orgs*		MHQ/MOC Enabling Concept, MHQ-MOC CONOPS (Rev.A), NWP 3-32 CH 3-4, Scan CNO Maritime Security Conference (MSC) Nov 2008
3	14	Information / Knowledge Management		None
4	15	MOC Battle Rhythm, Staff Orgs/functions (B2C2WG); LNO Integration		Joint Operations- Insights and Best Practices, 2nd ed July 08, NWP 3-32 CH 7, JTF LNO Integration (scan), NTTP 3-32.1 CH 4 & 7
4	16	Maritime Domain Awareness/MOTR		NSMS, 16-17, MOTR, 9-13; Scan MDA, ii-iii and 1-11; Scan NTTP 3-32.1 CH1.7, MDA CONOPS App. E
4	17	JTF/Multinational/Coalition C2		JP 1 CH 6, Scan JP 3-33 CH 3 & 4
4	18	NGOs/IGOs/Contractors in Operating Environment		JP 3-0 CH 6-7, JP 1-0 CH 6-7
5	19	Operational Law/Law of War/ROE		NWP 1-14M Scan, NTTP 3-32.1 CH 4.13
5	20	MOC/MDA Spiral I Systems		None
5	21	Collaborative Information Environment		None
6	22	Intelligence Support to Planning & Execution		JP 3-0 III-11 to III-17

6	23	METOC Overview		None
6	24	Space Ops Support		JP 3-14 Exec Summary & Ch 1
6	25	Logistics Support to Planning & Execution		NWP 4-01.2 Sustainment at Sea (scan); NWP 3-62 Seabasing (Scan); NDP 4 Naval Logistics (Scan); JP 4-0 (scan); JP 4-01.6 JLOTS (Scan); JP 4-07 Common-User Log (Scan); NTTP 3-32.1 CH 5.4 (Scan), JP 4-08 Log Support to Multi-Nat'l Ops
6	26	Deployment-Distribution		Scan JP 3-35 CH I & III; scan Force Capabilities; JP 4-01.2 CH 1; scan CH III and IV, NTTP 3-32.1 CH 5.4
7	27	Fires, Deliberate & Dynamic Targeting		JP 3-60 Exec. Summary, JP 3-09 Exec. Summary
7	28	Information Operations		JP 3-13 CH 1, NTTP 3-32.1 pg 4-34 to 4-39, Scan NTTP 3-13.1 IO refs Word doc & IO definition Word doc
7	29	Operational Protection to Planning & Execution		JP 3-0 III-24 to III-25
7	30	HA/DR, NEO, MIO, FON Overview		JP 3-68 Exec. Summary, JP 3-07.6 Exec. Summary
8	32	Intro to Planning & Process Comparison		NWP 5-01 CH 1
8	33	JOPES/APEX		Users Guide JOPES CJCSM 3122.01A Encl (A) A1-A6, NTTP 3-32.1 CH 6.4
8	34	Navy Planning Process Overview		NWP 5-01 NPP CH 1.1-1.4
8	35	Staff Estimates		NWP 5-01 Annex K
8	36	Operational Planning Team		MSTP Pamphlet OPTs

		(OPT)		(scan), NTTP 3-32.1 CH 6.3
9	37	OPART Leyte Gulf Case Study, Campaigns/Major Operations, Operational Design, Elements, & COG		JP 3-0 CH 4-5, JP 5-0 CH 4, NWP 5-01 NPP Annex C (COG), NWP 3-32 CH 5
9	38	Student Prep Time		
10	39	Assessments-Comprehensive Approach		CJFCOM Memo dtd 14 Aug 08 Assessments and EBO;Joint Operations - Insights and Best Practices, 2nd ed July 08 (Read section 10), NTTP 3-32.1 CH 4.7
10	40	Indonesia Case Study-"Road to Crisis"	26-May	Ocean Promise Case Study Booklet
10	41	JIPOE steps 1-3		NWP 5-01 NPP App. A-1, App. C
10	42	Student Complete JIPOE step 4 & Develop ECOAs, Brief ECOAs		NWP 5-01 NPP App A-1, App. C
11	43	Mission Analysis Lesson	28-May	NWP 5-01 NPP CH 2
11	44	Risk Assessment Lesson		NWP 5-01 NPP Annex E
11	45	Student Mission Analysis		
12	46	Student Mission Analysis		
12	47	Student Mission Analysis Brief, CDR Approves Msn Statement		
12	48	CDR's Intent & Guidance Lesson		NWP 5-01 NPP pg 2-1 to 2-5, 2-11 to 2-15, JP 5-0 pg III-24 – III-25
12	49	COA Development Lesson	30-May	NEO EXERCISE CONPLAN 5850-09; PACOM EXERCISE FON CONPLAN 5920-09; NWP 5-01 NPP CH 3
12	50	C2PC Introduction and CAS website		

12	51	CFLCC , CFACC and SOF CONOPS		CFLCC, CFACC and SOF CONOPS/Est of Supportability on GameNet
12	53	UNMTF CONOPS		UNSCR and UNMTF CONOPS on GameNet
12	54	Student COA Development		
13	55	Student COA Development	1-Jun	
14	56	Student COA Development	3-Jun	
14	57	Student COA Brief		
15	58	COA Wargaming Lesson	6-Jun	NWP 5-01 NPP CH 4
15	59	Student COA Wargaming		
15	60	Student Wargaming Brief		
16	61	COA Comparison Lesson	10-Jun	NWP 5-01 NPP CH 5, App. G.
16	62	Student COA Comparison		
17	63	Staff Estimate; Assessments of courses of action by the various staff elements; Logistics		
17	64	Student COA Comparison	13-Jun	
17	65	Student COA Decision Brief, CDR Approves COA		
17	66	Synchronization Matrix Lesson		NWP 5-01 NPP CH 5.3.5
17	67	Students Prepare Synch Matrix-Faculty Review		
18	68	Plans/Order Preparation & Transition Lesson	18-Jun	NWP 5-01 CH 6 and 7; Annex L
				CLASS Turn in C2 Force Lay-down to Faculty for JSAF in BL
18	69	Students Prepare OPORD, C2 Diagram, CONOPS, Risk Assessment, Students Prepare Transition Brief		

18	70	Effects and MOE development followed by OAC session;		NTTP 3-32.1 CH 4.7
18	71	COPS Notional Organization and Functional Responsibilities; followed by COPS session		
19	72	Students Prepare OPORD, C2 Diagram, CONOPS, Risk Assessment, Students Prepare Transition Brief and MOEs	19-Jun	
19	73	Student Deliver Transition Brief, Turn In C/JFMCC OPORD		
20	74	Discuss C/JFMCC OPORD Product	20-Jun	
20	75	Class Photo		
20	75	Academic Critique/Hot Wash		
20	76	Battle Lab Introduction / overview		
20	77	Battle Lab Familiarization		
20	78	CFMCC Ops		Class Review Force Lay-down for BL
21	79	Battle Lab	25-Jun	
22	80	Battle Lab	26-Jun	
23	81	Battle Lab	27-Jun	
24	82	Battle Lab	28-Jun	
25	83	Battle Lab	29-Jun	
25	84	Course Critique/Final Admin & Travel		